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June 7, 2004

The Honorable William M. Thomas
Chairman, House Committee on Ways and Means
U. S. House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

On behalf of Fluor Corporation, headquartered in Aliso Viejo, California, and its over 19,500 U.S. employees, I am writing to offer our support to you as you move forward with H.R. 2540, the "American Jobs Creation Act of 2004."

House passage of this legislation is important both for keeping the American economy growing and meeting U.S. international trade obligations. In addition to creating and preserving American jobs, this bill will bring needed simplification to international taxation rules and end the tariffs imposed by the European Union. These increasing tariffs will, if not ended, ultimately constrain the economic recovery and adversely affect American business.

Moreover, many of the provisions of this bill, including the manufacturing tax cut applicable to architectural, engineering and construction services, will help Fluor meet the constant challenges of international competition and create opportunities for our American engineers and designers.

Again, we would like to thank you for your leadership on this important legislation.

Yours sincerely,

A handwritten signature in black ink, appearing to read "DM", with a long horizontal flourish extending to the right.

David V. Marventano
Senior Vice President